Development and Implementation of an Ambulatory Nursing Shared Governance Council

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Development and Implementation of an Ambulatory Nursing Shared Governance Council

Patricia K. Fioravanti MS, BSN, RN, CCM & Maria Larner, BSN, RN

**Introduction/Background**

The American Nurses Credentialing Center (ANCC) Magnet Recognition Program recognizes healthcare organizations for nursing excellence, quality patient care, and nursing practice innovations. Nursing Shared Governance is a pillar of the ANCC Magnet culture; a fundamental component of Magnet designation. Nursing Shared Governance in the ambulatory environment is a new concept.

Shared governance promotes joint accountability and responsibility for decisions affecting nursing practice. It empowers nurses to express, manage, and take ownership of their practice with a higher degree of professional autonomy.

**Purpose**

- Develop and implement an Ambulatory Nursing Shared Governance Council (ANSGC) to pursue Magnet designation
- Measure initial perceived level of professional governance
- Establish baseline of nurse perceptions regarding Shared Governance
- Educate Nurses on Shared Governance principles and practice

**Planning, Structure, & Implementation**

Nurse leaders served as Ambulatory Nursing Shared Governance Council advisors and were responsible for designing a council structure to represent ambulatory nurses in 115 practices spanning 8 counties in Western New York.

The Index of Professional Nursing Governance (IPNG) survey, an evidence-based tool, was used to establish baseline understanding of ambulatory nurse perceptions around professional governance.

**Findings & Outcomes**

Initial IPNG survey indicated the presence of a traditional management style ANSGC structure launched Ambulatory Magnet designation achieved July 2022

**Next Steps**

IPNG follow-up survey
Continued development of cyclical communication across the organization
Maintain nurse engagement & active participation
Ongoing support & empowerment of frontline nurse leadership development
Recognition & Celebration
Alignment with ambulatory nursing professional practice model

**References**


**Keys to Success**

- Robust Nurse Executive support
- Communication across the organization
- Development of trusting collaborative relationships between front line nurses and leadership
- Regional/Department equity making ANSGC accessible to all team members
- Navigating the COVID-19 environment

**IPNG Survey**

- Question breakdown
- 11 Demographic
- 50 Governance
- 6 subscales
- Personal information
- Resources Participation Practice Goals

**Committee**

- Composition
  - Primary Care Ambulatory Nurses
  - Ambulatory specialty service RNs
  - Care Management
  - Inpatient Case Management
  - Nursing Communication Center
  - Specialty Programs
  - Executive Nursing Council representatives

**Training**

- Welcome packet
- Introduction to shared governance education
- Resource binder
- Shared governance articles
- Templates & Tools

**Officers**

- Election
  - Letter of intent
  - Democratic voting process
  - Protected time for council work

**Documents**

- Bylaws, Mission & Vision Statement
  - Drafted collaboratively with council representatives and ANSGC advisors
  - CNO approval

**Technology**

- Monthly virtual meetings
  - Wide geographic footprint
  - COVID 19 pandemic

**Communication**

- Council representative member identification pins
  - Use of digital platforms
  - Dissemination of council information at other organizational meetings